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The center works with Rutgers University to make use of urban studies in appropriate research and teaching programs and in other intellectual services to the community. The five main responsibilities of the center - extension; research and education; library services; Opportunities Expansion Project; and the Urban Fellowship Program - are described in their second year of operation.

The extension service has been active in counseling and in extending urban studies in the community and university. A goal of the University is to affect urban policy through educational programs beamed at various public and private decision makers.

Research projects have been conducted on various levels of urban study. Social organizations, goals and ideologies, policy planning processes, social and cultural factors in school achievement, and metropolitan situations are general headings for numerous research projects.

The Urban Fellowship program offers a year of study. Night study is planned to allow Fellows to remain in their regular jobs.

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URBAN STUDIES CENTER
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Rutgers, The State University
137 Church Street
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September 1963

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INTRODUCTION

This second annual report of the Urban Studies Center consists mainly of statements on the several aspects of the work of the last year, which add up to a report on activities carried on, projects completed, and plans for the future. Since this report rests substantially on the conceptual framework set forth in the first report, it contains a minimum of theorizing. It makes it clear, however, that we will continue to try to develop the broad field of urban research, academic education, and extension in a sophisticated and orderly fashion compatible both with the importance of the subject and the nature of the University.

We have indicated at various times that "urban studies" is a developing, changing concept and that its meaning and practice necessarily vary somewhat from one institution or place to another. We have even suggested that the evolution of society may one day render outmoded the whole notion of urban studies as a framework for research, education, and university-community relations. The more we have worked in the field, however, the more convinced we have become that any such development is at least some time off, and that for the present and the considerable future the concept can be creative and very useful to this and to other universitiesin efforts to orient a substantial portion of their research and other activities to the urban world.

Someone has suggested that the institutional goal is to advance the urbanization of the University by harmonizing its program and structure with its changing urban environment. It was apparent from the outset that the initial $750,000 five-year Ford Foundation grant, augmented by the $200,000 three-year urban fellowship grant from the same source, would meet only a small part of the total cost of urbanizing the University in this sense, and must, therefore, be regarded as "seed money".

At the end of the second year of operations it is possible to report some progress in supplementing the grant funds. The University has made a start toward moving permanent staff positions to the regular University budget by providing two lines aggregating $16,248 for the year 1963-64. A request for additional lines has been submitted for the year 1964-65.

Early in its first year, the Center began exploring other sources of funding, especially state and national governments. One grant from the New Jersey State Division on Aging enabled the Center to employ a demographer and make an earlier and better start than would otherwise have been possible on the New Jersey Urban Inventory. Other grants from the United States Office of Education and the President's Committeeon Juvenile Delinquency and Youth Crime will, during the coming year or more, expand the Center's research capacity in areas of strategic importance to the overall program.

Proposals for support of projects in addition to those already financed are in various stages of planning or negotiation. One encouraging development is that public funding agencies have started to come to the Center with suggested projects. This was the origin of the grant for research on the need for, and possible form of, a training program for workers in the juvenile field. The Center's policy is to consider such suggestions carefully and to pursue them only if they appear likely to advance materially its program goals. In seeking or considering project grants the Center always obtains the advice and assistance of appropriate individuals or departments in the University. The Center has played an assisting and consulting role in connection with grants from Penjerdel and the State Department of Health for projects of interest to the Center carried out by the University Bureau of Government Research. There is every reason to believe that time and experience will enable the Center to attract more and more money from such sources to the University.

Although the outside grants so far received are for research projects, they are important to the educational and extension aspects of the Center's mission as well. Any great leap forward in academic or extension education in urban affairs must be sustained by expansion of urban research. Specifically, the two national grants will provide new knowledge essential to the Newark "Opportunities Expansion" demonstration project. Moreover, certain kinds of research (the Youth Training Research Project is an example) require the use of investigators and of procedures that involve dealings with many people and organizations in the community, the effect of which is in the nature of extension. This illustrates the point we have made at other times, namely, that while urban research and extension are obviously distinguishable, there is a significant area of overlap and interaction between them and the same persons are sometimes engaged in both at the same time. This argues strongly for following the example set in the agricultural field by providing a common tent or at least a common meeting ground for urban research and urban extension.

It is this kind of "organized focus for urban studies" that, we believe, was contemplated in the original letter of grant from the Ford Foundation to President Gross. The conviction grows that such a facility, relatively modest in size but large enough to embrace a staff of diversified talents in the relevant disciplines, can be of great help to the interested departmentsof the University in enhancing their urban-oriented activities and relating them to the totality of the urban concerns of the University. Thus, through joint appointments of long or short duration, through other arrangements for sharing or exchange of personnel, through cooperative projects, through planning committees and seminars, the Center seeks to contribute to an institutional development of urban studies much greater in extent and significance than its own direct operations.

We look forward during the coming months and years to increasingly cordial and effective collaboration with our colleagues throughout this institution in the effort to help Rutgers-The State University make the best use of the idea and the practice of urban studies in appropriate research and teaching programs, and in other intellectual services to the community that sustains it.

II

EXTENSION

During its second year of operation, the Urban Studies Center directed its extension efforts at three main objectives:

1. Further development of a conceptual framework in which urban extension might grow and function soundly within the context of a state university.

2. Exploration with cooperative extension, general extension, and other elements in the University of the variety of university resources and experience that should contribute to the ultimate structuring of urban extension at this University.

3. The inauguration and carrying out of a number of urban extension projects partly for their own sake and especially for the purpose of exploring and testing our hypotheses concerning the kinds of roles appropriate to university urban extension.

Development of Conceptual Framework

The paper prepared by the director entitled "The Idea of the Urban Extension Service" was completed during the early part of the year, incorporated in the first annual report, published in slightly abridged form in the February, 1963 issue of the American Behavioral Scientist, and submitted as one of a series of papers especially requested by Messrs. Harvey Perloff and Henry Cohen as background in their exploration for the Regional Plan Association of the whole problem of "Urban Research and Education" in the New York metropolitan region.

This paper, widely circulated throughout the University and other parts of the country, has elicited many detailed and helpful responses, both written and oral. The director and other staff members discussed the urban extension problem with colleagues and associates of other universities at a number of conferences, including three especially called by the director as the temporary chairman of an inter-university group representing university-based and university-related urban studies centers.

Intra-University Discussion

The paper on "The Idea of the Urban Extension Service" also served the second objective of the year's activities-- viz., to stimulate exploration with colleagues in the University's established extension services of the ultimate and future dimensions and structure of urban extension activities.

This objective was also advanced by certain other actions:

1. Mr. Robert Windeler, head of the Passaic County Office of Cooperative Extension, was a fulltime Urban Fellow during the year with the specific

assignment to relate the experience of cooperative extension to the problems of urban extension. He produced a document on "New Dimensions in Extension" which will be used as a basis for further discussions with people from both cooperative and general extension in a continuing seminar which the Center intends to conduct within the University during the year.

2. Effective December 1, 1962, George A. Tapper, Director of the Newark General Extension Center, was appointed to the staff on a half-time basis. Mr. Tapper's appointment added an adult educator to the roster of the Center and strengthened relationships with the existing extension services through his position as co-chairman of the University's Joint Committee on Extension.

3. There was increasing involvement of people from different parts of the University in certain extension activities with which the Center is concerned, including the Opportunities Expansion Project in Newark; an experimental course in urbanism given jointly with general extension in Newark; and a series of transportation meetings held at the request of Governor Hughes.

Another form of intra-university collaboration in urban extension has been under discussion for the last several months with Dean Layton Hall of the College of South Jersey, sparked partly by a request from interests in the City of Camden, and partly by the Center's conviction that it needs to become involved in Camden—the seat of one of the three principal centers of the state university. The plan is to join with the sociology section in appointing a person who would teach half-time and devote the other half of his time during the first year to a study of the power structure of the Camden community and the development of proposals for improving civic communications.

Consideration of the first two objectives of urban extension during the last year was partly responsible for a change in the pattern of the Urban Fellowship Program of 1963-64, described more fully in another section of this report. Suffice it to say here that the adjunct fellows who will spend one day every other week in an all-day seminar will include members of both the cooperative and general extension divisions of the University. One of the fulltime Fellows will be Albert Levak, on leave from the Division of Community Development of Michigan State University, who will spend the year developing models for urban extension, and more especially, for in-service training of urban extension personnel, including cooperative and general extension agents interested in playing more effective roles in the urban community.

Exploring Extension Roles

During the year the Center continued to experiment with all seven of the roles of urban extension described by the director in his paper.

1. Clearing House

As the paper indicated, this role involves both communication within the University and communication between the University and outside agencies. During the course of the year the Center increased its knowledge of appropriate facilities and resources within the University and its ability to relate them to outside needs. An important improvement in the Center's capacity to act as a clearing house resulted from the appointment of a fulltime librarian and the systematization of methods of acquiring and cataloging material for the library and of making this material available to people both inside and outside the Center. The library is being increasingly used for reference purposes by persons inside and outside the University concerned with urban problems and the librarian has answered many inquiries from persons in the community.

2. Counselor and Consultant

The Center continues to give advice upon request to public and private agencies on a variety of appropriate subjects. One of the most common kinds of questions presented to the Center has to do with the development of programs for meetings and conferences by local and state organizations.

As a matter of policy the Center has avoided taking consultant jobs of a substantial nature, whether reimbursed or not. It is the conviction of the Center at this point in time that it would be a mistake to divert any appreciable amount of staff energy to this kind of activity, particularly in view of the fact that most large consultant jobs can find others willing and able to undertake them.

Consultation, however, has been provided by the Center staff to a wide variety of public agencies (federal, state, county, municipal, school district) and private organizations, such as civic groups concerned with planning and improved government, leagues of women voters, and health and welfare associations. Although each request usually requires relatively little time and investment of staff resources, these requests are being received more frequently and some deserve special attention. Where possible, such requests are handled by one or two telephone conversations or a memorandum. From time to time conferences or field trips are required. For example, in response to a request from the Governor's task force engaged in drafting the design for the proposed Department of Community Affairs, the Center held an all-day conference with key representatives of state and local civic associations (the second conference held by the Center on this proposal). In addition, technical review was given by the Center staff and other units within the University to the document prepared by the task force for submission to the Governor.

3. Convener

Two activities carried on last year, examples of the "convener" role, deserve special mention.

The first followed the March, 1962 Regional Resources Conference sponsored by the Stony-Brook Millstone Watersheds Association

in cooperation with Princeton and Rutgers Universities at which the concept of "the wedge" between the New York and Philadelphia metropolitan regions was advanced in a statement presented by President Gross. On the initiative of the assistant director of the Center representatives of the Stony Brook-Millstone Watersheds Association, the Division of State and Regional Planning, county planning commissions, and Princeton and Rutgers Universities were brought together. As a consequence, a document was prepared by the State Planning Division entitled, "An Area-Wide Study Program for the Central New Jersey Area". Issued as a preliminary report in January, 1963, this consisted of a survey in the nature of a prospectus for a regional plan for the area, a refinement and implementation of the "wedge" concept. The hope is that this will lead to further development of a background of information and a system of collaboration among public and private agencies which will help to protect the central New Jersey area against the danger that it will become a victim of undifferentiated urban sprawl.

The other activity has involved a continuing relationship between the University and the administrators of the six largest cities in the State. Some time ago the mayors of these cities agreed to meet monthly to discuss mutual problems. They soon came to the conclusion that they needed more data and preparation for their meetings than they had so far had, and called upon the business administrators of their respective cities to meet and serve in effect as a staff agency for their meetings. Accordingly the business administrators suggested that the Urban Studies Center might provide a meeting place, a secretariat for their own monthly meetings, and research and related staff services. On an experimental basis the Center agreed to do this. The assistant director of the Center sits as a member of the group and acts as secretary. Members of the staff of the Bureau of Government Research and the faculty of the Department of Political Science have been brought into some of the meetings. As a result of a request from the administrators, a political science interne has been assigned to work as a staff agent to this group. The cities concerned will bear a major part of the cost of this service. This relationship provides the Urban Studies Center with first-hand information on urban problems, particularly as those problems are viewed by top city officials. It has also given the business administrators an insight into the resources available at the University.

4. Policy Seminars and Conferences

During the winter months the Center acted as the staff agency of the University in response to a request from Governor Hughes. The request was that the University sponsor a series of regional meetings and a state-wide forum on the state transportation problem. Seven regional meetings involving more than 200 persons were held in different parts of the State. A state-wide forum was attended by over 400 at the University Gymnasium. To plan the meetings President Gross appointed a special University Transportation Committee, with the director of the Center as chairman.

Some of the seminars conducted under the auspices of the Urban Fellowship Program have in effect turned into policy seminars

on important issues. This has been particularly true when the seminar was attended by a number of outside persons especially invited because of their interest in the subject matter. Partly as a by-product of the discussions at these seminars two special policy seminars were conducted on the problem of vocational and technical education to meet the gap between the large numbers of unemployed persons and the considerable numbers of unfilled positions because of the lack of qualified applicants.

In cooperation with the University Extension Division and the Bureau of Government Research the Center has planned a one-day conference this fall to be held in Newark on urban renewal and rehabilitation. The objective is to provide basic technical information and an opportunity for discussion for lay members of civic boards who are called on to make vital and important policy decisions on renewal questions. The conference will be co-sponsored by the Newark Commission on Neighborhood Rehabilitation, the New Jersey Association of Housing and Redevelopment Officials, and the State Federation of Planning Officials.

The Center has also cooperated with the Bureau of Conservation and Environmental Science in planning a Conference on Planning for Environmental Health to be held in September. This program will be conducted with the cooperation of the U.S. Public Health Service and the New Jersey State Department of Health, with many state organizations participating.

5. Special Education

As was pointed out in the first annual report, the Urban Fellowship Program falls in the category of special education. (See Section VI for a detailed report on the second year of the program and projection of plans for the coming year.)

In the spring of 1963 the Urban Studies Center in cooperation with the Newark General Extension Center gave its first formal extension course in the urban field. This course was offered in accordance with the regular University extension policy and was fully self-supporting. It was designed to survey and analyze "the New Jersey urban phenomena", focusing on major issues and problems of urban development and urban policy. Roland Delfausse, executive director of the Greater Elizabeth Movement, served as instructor and seminar leader and had seven visiting lecturers, some from the University and some from key public and private organizations. Topics discussed included regional planning, the central city problem, the New Jersey tax system, the process of community change, urban renewal, housing, transportation, and public welfare. The course enrolled more than 35 individuals holding positions of considerable policy-making responsibility in both public and private agencies, including health and welfare councils, housing and redevelopment authorities, civil rights divisions, planning commissions, civic associations, junior chambers of commerce, and leagues of women voters.

The course has been evaluated and modified and will be offered in Trenton during the coming year. It is anticipated that the course, of a basic survey type, will indicate, as it already

has in Newark, areas in which public officials and civic-minded citizens are interested in more specialized and detailed instruction.

The Center early recognized the great possibilities that lie in the use of electronic data processing equipment in urban analysis by both public and private agencies, as well as by university and other research organizations. In addition to making use of such equipment in its own research, the Center worked with The Rutgers Center for Information Processing, University Extension Division, and the University of Washington at Seattle to develop a basic course, designed to improve understanding of the broad potential of data processing in the urban field. Although the offering of a course in the summer of 1963 was contemplated, it was decided after a quick testing of the immediate market that it would be better to prepare the way for such a course at a later date by holding a conference during the coming year to awaken interest in the subject throughout the state.

6. General Education and Public Information

The last of the Land Grant Centennial Lecture Series sponsored by the Urban Studies Center was given in the fall of 1962 by Dr. Lester B. Granger, President of the International Conference of Social Work. His subject was "Urban Renewal and Human Values."

The second lecture series sponsored by the Center was presented during the winter and spring of 1963 by Dr. Houston Peterson, Professor of Philosophy and radio and television lecturer who was about to retire from thirty-four years of teaching at Rutgers in June, 1963. The series, entitled "A Philosopher Looks at the City," was given once a week in the late afternoon and attracted upwards of two hundred persons. Dr. Peterson drew on his knowledge of the world of literature and of ideas to review and analyze man's impression of his cities and of urban life. The Rutgers University Press, in cooperation with the Center, plans to publish a book based on the readings that were used by Dr. Peterson in preparing the lectures.

The Center served as a consultant to the Regional Plan Association in connection with a series of educational television programs and discussion meetings on "Goals for the Region." The Center also assisted the Regional Plan Association in finding discussion leaders to organize listening and responding groups.

The Center has continued to investigate the possibility of television as a medium for urban education. The director of the Center, on invitation, was a participant in a conference on "The Economics of Educational Television" held at Brandeis University under the joint auspices of the university, the U. S. Office of Education and the American Academy of Arts and Sciences. Conversations have been held with representatives of Channel 13, which it is anticipated will result in participation by the Urban Studies Center in programs on that station during the coming year.

Members of the Urban Studies Center staff and others recruited by the Center, on request, have made many program appearances before state and local organizations in New Jersey during the past year. A number of lectures by members of the Center were reproduced and given fairly wide distribution. Some were printed in house organs or other publications, and a number received extensive newspaper coverage.

7. Demonstration Projects.

The history of cooperative extension, especially agricultural extension, is replete with success stories of demonstration projects taken to the people by county agents. Urban extension demonstration projects are only in their infancy. For the present, largely because of limited resources and partly in order to achieve maximum benefit from concentration, the Urban Studies Center is devoting most of its demonstration energies to the Opportunities Expansion Project which is in its later planning stages in the City of Newark. It has become increasingly apparent that this project has large but undefined potentials for the people of the area concerned and for demonstrating for others the value or lack of value in various techniques. In addition, we are discovering that the attempt to relate members of the University family to this project is telling us a good deal about internal problems of staffing, organization and cooperation. We continue to believe that this undertaking will prove to be a highly profitable one and that the experience gained will, in the not distant future, provide the University with guide lines for the extension of its services and facilities in other areas.

The Urban Agent

The attempt to discover what kinds of helping or communicating personnel would be most useful in urban extension continues to be a focus of concern as the Center explores the whole area of urban extension. As has previously been pointed out, one of the Center's 1963-64 Urban Fellows, Albert Levak, will be working with other members of the staff on the problem of supplemental training of cooperative and general extension agents already in the field. At the same time, the Center will be attempting to develop ideas about the kinds of additional personnel who may be needed and the training that they would require.

During the coming year the Newark Opportunities Expansion Project will continue to be used as the principal locus for field experimentation with urban agents. Both cooperative and general extension have agreed to use the Newark project as a base for the integration of some of their resources in Essex County. During the last several months the assistant director of the Center has been devoting a substantial portion of every week to work in the Newark project area and will continue to do this during the coming year. In addition, at least two of the Urban Fellows and several other staff members will be devoting a considerable part of their time to the Newark project.

Experience to date confirms the original conviction of the director that a considerable amount of field work in a state like New Jersey can best be carried out by regular staff members operating from the Center. This, incidentally, is consistent with what we understand to be the experience of cooperative extension, which is finding that more and more actual field work needs to be done by especially qualified persons operating on a state-wide basis. This is one reason why the Center is interested in the possibility of using cooperative or general extension agents and others already in the field as communication agents to supply the Center with information about local needs and help the Center make contact between the persons or agencies needing service and the particular university or other expert personnel best qualified to supply the service.

Extension Education and Public Policy Decision makers

Looking Ahead

One of the most obvious ways in which the University can affect urban policy is through educational programs beamed to various public and private decision makers. The public policy seminars, the Newark "Urban Studies Seminar," the work with the big city administrators, and the Urban Fellowship Program have all been designed at least in part with this in mind, and are worth continuing. However, there is much to be learned about the possible value of programs more specifically designed for certain key groups. Among the most important groups are local and state elected officials; appointed political officials such as department heads; members of lay boards; high-level administrators, planners, and other professionals in government; plus business and financial leaders, labor leaders, members of private agency boards and committees, and executives and other staff members of voluntary organizations.

Many of these groups are today reached by a variety of educational programs and conferences, some of them offered by the University, designed to give the participants specific information or background for the performance of their duties. However, these programs generally do not give much help toward a systematic understanding of the significance of urban developments for the decisions and actions for which the persons are responsible. With rare exceptions, they do not provide background in depth for the weighing of alternative courses of action with respect to particular issues or problems.

It is special education for these two purposes, to help decision makers act in the light of a sophisticated understanding of urban society and to help them deal advisedly with specific urban issues for which we feel that "urban studies" has particular responsibility in the policy area.

In the paper on "The Idea of the Urban Extension Service" it was suggested that one approach to these objectives, especially to the first, was to inject into established educational programs for the groups in question some material on urbanism. This has been done to some extent, largely as a result of invitations for program

appearances or suggestions from other agencies in this University, (i.e. Bureau of Government Research, Institute of Management and Labor Relations, General Extension and Eagleton Institute of Politics and from outside groups. With enough staff to take the initiative in identifying and analyzing such programs, it would undoubtedly be possible, simply by suggestion and the offer of cooperation, to strengthen the urban content of much of the in-service or continuing education of decision makers.

There is much more that needs to be done, however. Perhaps the basic need is for the decision makers themselves to believe in their own need and capacity for continuing or occasional education in the urban context and content of their actions. This is one reason why, for the long pull, we stress the importance of the urbanization of academic and professional education. Hopefully, this will provide a new generation better prepared initially to cope with the urban age and more ready to seek continuing help as its members assume the responsibility for conducting the public and private business of this central segment of megalopolis. In the meantime, it can be hoped that the methods already discussed and others yet to be explored and tested may induce the decision makers now on the scene to recognize that the best actor is one who never ceases to be consciously the student, both of his craft and of the substance and background of his plays.

The Center, therefore, hopes that it will be possible to find the leadership and the financial support required for a full-scale experiment in the in-service education of high elected officials. It will not be easy to overcome the idea noted in the paper on "The Idea of the Urban Extension Service" that such officials "have plenty of time to make all kinds of mistakes, but are not deemed to have time to learn how to avoid such mistakes." The complexity and gravity of the issues daily faced by well-meaning but ill-prepared decision makers are such that the effort is well worth making. We stress the importance of work with elected officials because their situation is so strategic and the obstacles to highly educated decision making by them so great as to present perhaps the biggest challenge to in-service training. This does not mean that attempts should not be made at the same time to find the resources for new or greatly enriched in-service education, with a large urban ingredient, for other influential groups.

One of the great problems is to motivate or perhaps to legitimize the on-the-job education of busy and important people for the performance of functions which, by reason of election or some other form of competition and designation, have become their distinctive prerogatives. The problem is quite different from interesting adults in continuing education for a hobby, for general culture, or for vocational or professional advancement. The trouble is that the decision maker, having arrived at the top, or at least at a plateau, is assumed by the mere fact of his arrival to have the knowledge and skill to do what the situation requires. It may be all right to take time to train for a higher plateau, but this one is conquered territory to be occupied and protected, if need be, by action.

One difficulty is that no one, whether he be constituent, customer, rival or competitor, likes to recognize the complexity, the difficulty, and the extent of the element of the unknown, in the job of the man who has arrived. Certainly, it is an appropriate function of the University to help develop support for the right and duty of any man to be always the student as he approaches decisions that may affect the future of many.

One conceivable way to legitimize a process of injecting more information, broader perspective and more penetrating thought into future decisions affecting this "most urban state" would be to use the tercentenary as a launching platform for a two or three year reconnaissance of the present condition and alternative future prospects of the State. Such an effort might be undertaken with the leadership of the University, preferably with the cooperation of Princeton University and the blessing of the Tercentenary Commission. The Urban Studies Center might be designated as the central staff agency; but the project, which in staff discussions we have tentatively dubbed "Whither New Jersey?" should involve in the end hundreds of organizations and thousands of people throughout the State in a great variety of activities: fact and idea gathering, research, dissemination of information, formulation of proposals and alternatives, discussion and debate, development of educational programs for use with different groups by various media, etc. If this enterprise is carried forward it may infuse a new, perhaps unprecedented, life and meaning into discussion and action on affairs that we all share because we live in New Jersey, between the rivers that both separate us from and unite us with our great urban neighbors, and help make this state a distinctive part of the nation. Obviously, the successful accomplishment of so ambitious an undertaking will require the pooling of many resources, fiscal and personal. Substantial special financing will be required for aspects of it, but ways to obtain this should open up as plans mature and the work progresses.

If the idea matures and the opportunity develops we can think of no better matrix in which to nurture the broad objectives of the University in establishing the Urban Studies Center. It would inevitably lead to a heightened understanding of the need and demand for urban research. It would provide guide-lines for the adaptation and expansion of academic and professional education in the urban disciplines. And it would provide an almost ideal setting for testing a variety of techniques and objectives of urban extension on a statewide level as well as on regional and local levels.

III

RESEARCH AND EDUCATION

During the past year the Urban Studies Center has made real progress in implementing the research program which it developed during its first year of operation; it has continued exploring with the relevant academic departments the development of an interdisciplinary urban studies program for Ph.D. candidates in the major social science fields; and it has assisted in the development of a proposed graduate program in city planning. In addition, it has sponsored several seminars and conferences and instituted a new series of publications and teaching materials. These activities have involved an increasing number of faculty members throughout the university, as well as a wide segment of academically-oriented urban studies personnel from other universities and from the surrounding region.

In all of our activities we have been guided by a general intellectual concern for an improved understanding of the metropolis as a regional system of social interaction. Our focus on the social organization of the metropolis, metropolitan goals and ideologies and policy planning processes, as well as on special social problems and data inventory research, has been developed with that general orientation in mind. The research and educational projects which are discussed on the following pages all serve, we hope, our major goals of a better integrated social, economic and political life in our nation's urban regions. The research projects have been categorized by and make reference to our initial statement on research entitled "The Research Program of the Urban Studies Center."

RESEARCH PROJECTS

I. Social Science Research

A. The Social Organization of the Metropolis. These projects "are designed to yield greater knowledge and understanding of the organizational facts which constitute limiting conditions on the development of urban society. They are bound together by a common intellectual concern, namely the need to formulate a single conceptual orientation for describing and explaining the structures and functions of metropolitan society and the processes which govern the growth of that society."

1. Conceptual Framework

a. The Urban Region as a Territorial Social System. (David Popenoe, Robert Gutman, Harry C. Bredemeier.) An investigation of the application of social systems theory to urban structures and functions leading

to the development of a conceptual framework for the analysis of the urban region as a territorial social system. This project will continue during 1963-64, the focus to be primarily on the distinction between functional and territorial systems. Several drafts on aspects of this general area of concern have been completed.

b. Social System Integration and Urban Problems (Harry C. Bredemeier). Identification of structures a nd processes affecting the integration of social systems; and an attempt to relate urban problems to specific malfunctioning of integrative mechanisms. Second of three drafts completed. To be continued 1963-64.

c. Social Agencies and Their Clients: A Market Analysis (Harry C. Bredemeier). An effort to diagnose inadequacies of client-agency relationship by analyzing them in terms of the conditions making for market equilibrium. Third draft completed. To be continued 1963-64.

2. Residential Stability in American Cities (Robert Gutman with the assistance of Howard Mann) (Project C, Research Program, pg. 25). A study of the rate of population turnover in central cities and suburban portions of Standard Metropolitan Statistical Areas in the United States, based on data from the Federal Census of 1960. Six measures of residential stability for each SMSA have been calculated and the research is now directed to testing several different alternative explanations of the variations in these rates among the SMSA's. This study will be continued during the 1963-64 academic year.

3. Service Centers and Service Areas in the Metropolitan Fringe: Studies in the Penjerdel Region (John Brush, Professor of Geography) (Project D, Research Program, pg. 26). The objective of this research is to gain an understanding of the spatial relationships of service centers in areas of recent urbanization. An inventory of financial and professional offices and retail stores has been made in selected study areas located in Bucks County, Penn., and Burlington and Gloucester Counties, N.J. Data on trips for personal business and shopping were obtained from the Penn-Jersey Transportation Study. Four types of settlement are recognized and the concentration of services determined. Analysis of origins and destinations of trips made and a quantitative model of interaction is offered in an effort to replicate the observed volumes of trips. Final draft in ditto reproduction for circulation to Advisory Committee members. To be published as research report in September, 1963.

1. The Role of the Planner in the Planning Process: A Social Scientific Viewpoint. (David Popenoe) (Project H. Research Program, pg. 28). An investigation of the rational planning process, and the idealized role of the professional planner in it. Particular emphasis is given to the role of the social scientist in planning, and how his role differs from that of the planner. Completed. Submitted for publication to Town Planning Review.

2. The Relationship Between the Provision of Library Services and the Socio-Economic Status of Communities (Milbrey Jones, under the supervision of Dr. Mary V. Gaver, Graduate School of Library Services). (Project J, Research Program, pg. 29). An investigation of the relationship between the quantity and quality of library services and the socio-economic status of the communities served. A comparative study of six New Jersey cities and towns. In the process of being written up for a Ph.D. dissertation in library science.

3. Changes in Municipal Expenditure Patterns as a Function of Changes in Population (George Sternlieb, Associate Professor, School of Business) (Project J., Research Program, pg. 29). This study takes up the common expenditure elements of the 50 largest cities and, using the STRAP program on the 1620 computer, analyzes the interrelationship between them and a variety of independent variables. The basic program has been checked out and in order to insure validity a theoretical model has been hand computed. The first dependent variable, expenditure on fire protection, has been analyzed. To be completed by October, 1963.

4. Costs and Benefits in Urban Renewal Decision (David Popenoe) (Project J., Research Program, pg. 29). Investigation of the use of cost-benefit analysis in urban renewal--includes a review of the economic approach, a critique of its limitations, and some suggestions for a more "rational-social" approach. The cost-benefit approach is elaborated in reference to the more general framework of the rational planning process. First stage completed (Ph.D. thesis, Department of Planning, Univ. of Pa., 1963) and is available from the University of Michigan microfilm files under the title Costs & Benefits in Urban Renewal Decision: A Study of the Theory of Rational Planning in the Public Sector. Work is continuing (1963-64) on the development of a social cost-benefit analysis.

5. The Impact of Spatial Organization on Social Structure and Personality (Robert Gutman, David Popenoe and Carol Leggitt) (Project K., Research Program, pg. 29). Background reading and exploratory interviewing have preceded the formulation of a research design which will attempt to throw light on the relationship between the following: (1) the legibility of a

4. Municipal Politics in Newark (Gerald Pomper, Asst. Prof., Political Science). A study of various aspects of local politics in the City of Newark. During the past year, particular attention has been devoted to the effect of the non-partisan electoral system on the politics of Newark, the influence of ethnic affiliations, and the role of the political parties in municipal affairs. To illuminate these questions, an intensive study of the 1962 mayorality and councilmanic elections was undertaken. This involved statistical analyses, newspaper research and a series of interviews. In the next phase of this work, a detailed study of Negro leadership in Newark will be undertaken. Analysis of ethnic factors and the electoral system in the 1962 election will be completed, as will a general report on Newark politics. A report of the first phase of this project will be written during the summer of 1963. This study will be continued during 1963-64 (with the assistance of Alan Shank).

5. Factors Affecting Large Cities' Meeting of Functional Requirements (Harry C. Bredemeier with the assistance of Marlene Terwilliger). Statistical indices of difficulties, mechanisms for coping with them, and degree of success achieved are being constructed for the four basic social system problems of adaptation, integration, pattern maintenance and decision-making for all cities over 1 million population. Basic data collected; not yet coded or analyzed. This project will be continued during 1963-64.

B. Metropolitan Goals and Ideologies. These projects "are an attempt to formulate explicit goals, the achievement of which should be the long-range aim of metropolitan planning."

1. Planning Values and Urban Form (Robert Gutman and Carol Leggitt) (Project F, Research Program, pg. 27). The project has attempted to codify the existing literature dealing with the role of space as a factor facilitating or controlling the achievement of certain goals of urban life. With this purpose in mind, a review was undertaken of the principal literature in the field of urban planning concerned with urban design in an effort to make explicit what planners believe are the effects of their design; and to isolate the goals which they believe the designs are intended to achieve. A paper reviewing the planning literature from the perspective of the project has been prepared.

C. Policy Planning Processes. These projects "represent efforts to develop through research more effective ways of implementing metropolitan planning."

community's spatial identity, structure and meaning in the middle-sized city of a metropolitan area; (2) the associational patterns of upper middle and working class subgroups; (3) the subgroup patterns of identification, general evaluation, and attitude toward the future as related to relevant spatial areas (neighborhood, municipality, region); and (4) perception of the community. Originally, it was hypothesized from results obtained in metropolitan studies that patterns of working class localism would be manifested in strong attachment to and identification with spatially bounded neighborhoods with resulting distortion of general perceptions of the community. It was also supposed that the wide spatial distribution of associational patterns of the upper middle-class would contribute to a perception of the community which was more encompassing in the area comprehended and more complex in structuring. The latter, it was felt, would lead to greater identification with and (perhaps) concern for a given community. A limited number of exploratory interviews throw doubt on some of these relationships at the level of the middle-sized city and pose interesting questions for further, more thorough exploration. This project will continue in 1963-64 and a research design is presently being developed.

II. Social Problems Research. "The principal purpose of this research is to provide the knowledge which can be useful in helping urban society to deal more effectively with phenomena that it already recognizes and defines as "social problems" requiring immediate solution. This research must be distinguished from the projects listed above, which are intended to yield fuller understanding of the processes within the metropolis which underlie the efflorescence of particular social problems. Whereas the purpose of the projects listed below is to deal with issues already defined publicly as problems, the projects above are intended to uncover problems and anticipate their emergence before they have reached the level of public awareness."

A. Social and Cultural Factors Related to School Achievement (Bernard Goldstein and staff) (Project L., Research Program, pg. 31). This is a research phase of the Opportunities Expansion Project. The purpose is twofold: to establish benchmarks against which to measure the effects of subsequent interventions in the form of demonstration projects; to gain insight and understanding into the way of life of youngsters growing up in this kind of an area, in order to better appreciate what the world looks like to them, and what it would take to interest them in exerting a greater effort to obtain an adequate education. We propose to interview a sample of youth from grades 4, 6, 8, 10 and 12, in schools in the project area (including in the sample dropouts who "should" have been in the specific grades), as well as to have at least one participant

observer living in the area. The analysis of the data will focus on the deviant cases, those who achieve in school at a level different from what would be expected on the basis of social background. The research is scheduled to run 25 months. It is anticipated that publication will take the form of a book or monograph (summer, 1965).

III. Inventory Research. The principal purpose of this research is "to provide New Jersey communities and other institutions and agencies in the State with running accounts of basic demographic, economic, social and political trends which can be useful in the formulation of public policies affecting urban development and urban problems. The data collected for these reports also will be useful to the Center in carrying out the other phases of its research program."

A. Demographic and Ecological Characteristics of the Aging (Don Heisel) (Project O., Research Program, pg. 32). Description and analysis of demographic and ecological characteristics of older persons in New Jersey, with particular attention to the impact of the "Senior Citizens' Tax Exemption." Series of reports to be submitted to sponsoring agency (State Division of Aging of New Jersey). Possible revision for later publication in scholarly journal. The project should be concluded during 1963-64.

B. Patterns of Change in Cities in New Jersey (Max Wolff). A review and analysis of basic population and educational characteristics of the Negro and Puerto Rican residents of New Jersey with particular attention to the school situation in Plainfield, N.J. Draft completed in November, 1962.

PUBLICATIONS AND EDUCATIONAL MATERIALS

I. Books and Monographs.

A. "Urban Studies: Present Trends and Future Prospects in an Emerging Academic Field," special issue of The American Behavioral Scientist, February, 1963, edited by Robert Gutman and David Popenoe. Includes: The Literature of Urban Studies: Important Books of the Last Decade (the editors); Some Reflections on Urban Research (Robert Gutman); Education for Urban Studies (David Popenoe); Urban Extension: University Services to the Urban Community (John E. Bebout); City Planning and Urban Studies (Jack Dyckman); Points of Attack in International Urban Studies (Tokue Shibata); and Centers for Urban Studies: A Review (the editors).

B. Readings in Urban Sociology (Robert Gutman and Nathan Glazer). The development of a textbook anthology of research and theoretical studies for use in undergraduate and graduate courses in sociology covering the following subjects: The nature of urban society; the organization of space in urban society; the social organization of urban society; the culture of cities and suburbs; the nature of the local community; the metropolitan system; urban growth and development; the role of the behavioral sciences in planning; and the future of the city. Portions of the text and a tentative selection of the readings have been completed. To be published by Random House, Inc. in 1964.

C. Reader in Urban Philosophy (Houston Peterson, Professor of Philosophy Emeritus). The literature of urban studies back through antiquity has been reviewed and selections are being made for publication as a reader in the philosophy of urban life, to be published by the Rutgers University Press, 1963.

D. New Jersey: The Urban State and Suburbia (John E. Bebout with the assistance of Ronald Grele). A short, popularized history of the growth of the city in New Jersey. To be published by the New Jersey Tercentenary Commission during 1963-64.

E. New Jersey's Singular Position (John E. Bebout with the assistance of Ronald Grele). Collection of New Jersey documents relating to the state's peculiar position between the two urban foci of New York and Philadelphia. Colonial period and early national period completed. Collection will be completed for publication as a book of readings during 1963-64.

II. Articles.

A. "American Cities as Social Systems" by John E. Bebout and Harry C. Bredemeier, Journal of the American Institute of Planners, Vol. XXIX:2, May, 1963.

B. "Population Mobility in the American Middle Class" by Robert Gutman in L. Duhl (ed.) The Urban Condition (New York: Basic Books, Inc., 1963), pp. 172-183.

C. "A Changing New Jersey" by John E. Bebout, Public Health News, Vol. XLIV:4, pp. 98-102, April, 1963.

D. "New Jersey 1983" by John E. Bebout, New Jersey Economic Review, Vol. 5, #3, May/June, 1963.

E. "Revue de la Litterature Consacree aux Problems de L'Urbanisme aux U.S.A." by Robert Gutman, Revue d'Esthétique, 1963.

III. Bibliographies.

A. Urban Sociology: A Selective Bibliography (Robert Gutman with the assistance of Virginia Whitney). A bibliography of books, monographs and articles in the field of urban sociology organized under nine major categories, and indexed by author. A critical introduction is included. To be published by the Urban Studies Center in 1963.

B. De Facto Segregation in Public Schools in the North: A Bibliography of Material Published since 1954. (Catherine V. McElligott). Using the Supreme Court decisions of 1954 and 1955 in the school segregation cases as a point of origin, a bibliography has been compiled listing books, pamphlets and articles relating to various aspects of school segregation as encountered in the North and West (briefly annotated with an index). The basic searching of the literature has been completed and a draft of the bibliography has been submitted.

C. Working Class Youth: A Review of the Literature (Bernard Goldstein with the assistance of Barbara Steinberg). As part of the research project, "Social and Cultural Factors Related to School Achievement," an extensive search has been made of the literature pertaining to youth, with special reference to lower class or working-class youth. As a result of this work, a critical review of the literature is planned in order (1) to outline what is known about lower class and working-class youth; and (2) to evaluate the sources of that knowledge. To be published as a monograph January, 1964.

SEMINARS AND CONFERENCES

I. Urban Research Seminar.

The Urban Research Seminar was designed this year to facilitate the progress of research endeavors in the field of urban studies now being carried on at the University. University faculty members conducting such research were joined by research personnel from other universities and research institutes in presenting these seminars, which were open to all interested persons. The speakers were as follows:

Dr. George Sternlieb, School of Business, Rutgers: "Population Growth & Municipal Expenditures."

Dr. S. N. Miller, Syracuse University: "Poverty, Race and Politics."

Prof. Melvin Webber, Resources for the Future: "The City as an Open Communications System."

Prof. Harry Gold, University of Michigan: "Social Role of the Professional Planner."

Mr. William Shore, Regional Plan Association: "R.P.A.'s Goals for the Region Project."

Mr. Howard Gauthier, Rutgers University: "Brazilian Transportation."

Dr. Ludwig Geismar, Rutgers University: "Longitudinal Study in Family Disorganization."

Dr. Sidney Goldstein, Brown University: "Residential Mobility and Population Turnover."

Mr. Mark Ferber, Eagleton Institute, Rutgers: "Statistical Study of New Jersey Politics."

II. Urban Statistics Seminar.

The Urban Statistics Seminar was designed to provide a basis for informal discussion of statistical methods in urban research. Participants consisted primarily of graduate students associated with various research projects being carried on at the Urban Studies Center, and Center staff personnel. Topics of discussion included:

A. Estimating age-specific net migration rates for less than state-wide areas.

B. The measurement of population mobility.

C. Correlation of urban voting patterns.

III. Conference on Metropolitan Statistics.

In response to the suggestion of several people in the area, the Urban Studies Center called a conference on March 18 in New Brunswick at which people from New York, New Jersey and Pennsylvania who were conducting studies involving metropolitan statistics exchanged information about their research and methodology. Institutions represented included:

Penjerdel
Columbia University
Population Studies Center, University of Pennsylvania
Urban Studies Center, Rutgers University
Fels Institute of Local and State Government, University of Pennsylvania
New York School of Social Work
Research Center for Human Relations, New York University
Russell Sage Foundation

NEW RESEARCH AND EDUCATION ACTIVITIES (1963-1964)

New research projects planned for the coming year, in addition to those being continued, include:

Local Property Taxation and Urban Blight (Urban Studies Center and Bureau of Government Research);

Public Opinion and Urban Planning (Harry Gold, Dept. of Sociology, and Urban Studies Center);

The Adequacy of Alternative Models for the Exploration of Economic Location and Land Use (Arthur Getis, Dept. of Geography and Urban Studies Center);

The Planner as a Political Actor (Francine Rabinovitz);

Negro Residential Patterns in Urban Areas: An Ecological Analysis (Don Heisel);

New Jersey's Economic Relationships (M. Marcus, Dept. of Economics);

Application of Input-Output Analysis to the Regional Economics of New Jersey (Ahmed Kooros, Dept. of Economics, with the assistance of Norman Lindsey)--Summer Project, 1963; and

Public Finance Aspects of Open Space Programs (Harry Kahn, Dept. of Economics, with the assistance of Henry Levin)--Summer Project, 1963.

In addition to the new projects, two fortnightly seminars are planned, continuing through the year, for Urban Studies Center staff and interested outsiders:

a) Territorial Systems and Social Structure -- an exploration of the spatial relations of social systems; and

b) Planning for the Culturally Deprived--an exploration of problems and prospects.

Other new activities will include a three-day research symposium in urban studies devoted to exploring the metropolis as a system; a spring conference on metropolitan statistics; and assistance in a course on Social Legislation given by the Law School.

IV

LIBRARY

The library of the Urban Studies Center is a "special library"; its sole reason for existence is to serve the informational needs of the Center in each of the three areas of operation--research, education and extension--in the selection, acquisition, processing and control of material. Library materials take many forms ranging from books and periodicals to government documents and the ephemeral and fugitive materials which serve importantly as informational resources. It is the policy of the Urban Studies Center library to work within the frame of the Rutgers University Library and to collect for itself only the specific material of its field and to rely on the extended collection of the Rutgers University Library for works to be used less intensively.

This report covers the library statistics and activities for the fiscal year 1962-63, but emphasis and detail will be for the period September through June when the librarian assumed her post and the library was organized as a separate unit of the Urban Studies Center.

There was a collection of miscellaneous materials, i.e., periodicals, books, documents, and vertical file material. The book collection, although purchased and cataloged by Rutgers University Library had not been a part of the Rutgers University Library union catalog, but since December, 1962, the catalog Department of Rutgers University Library has integrated the Urban Studies Center collection into the Rutgers Library catalog and Library of Congress cards have been obtained for all volumes already in the collection and a card catalog has been provided for the use of the Center.

The Urban Studies Center library is not a branch of the Rutgers University Library so its budget is a part of the Urban Studies Center. In recognition of the service of the Catalog and Order Departments and all other Rutgers University Library departments, the Urban Studies Center has made a contribution of $2,000 to Rutgers University Library.

The librarian has had the advice of an Advisory Selection Committee composed of Dr. Robert Gutman, Miss Catherine V. McElligott and Dr. David Popenoe.

I. COLLECTION

A. Books — The book collection is developing specifically to include most current works on urban problems written in English, primarily, American trade books. Since the concerns of urbanism cross many disciplines, particularly of the social sciences, works from the fields of political science, economics, geography, sociology, planning, anthropology, or from any area of knowledge bringing information or insight have been included.

The book collection grew from approximately 100 volumes to 303 titles. An additional 24 are on order. Library of Congress cards have been received or are on order with the exception of those awaiting cataloging.

B. Periodicals. The periodical collection is comparatively small (89) and is collected by the same criteria used for the book collection, relying upon the Rutgers University Library periodical collection for back issues. The periodical collection was reviewed by the librarian and the library committee. Some were dropped and others added. The collection is constantly under review and will be added to when warranted. The list of periodicals was sent to Rutgers University Library Periodical Department and additions, if any, are noted monthly. In addition, the Urban Studies Center library is currently receiving 4 newspapers: The New York Times, The Newark Evening and Sunday News, The Daily Home News, and the Afro-American, Newark Edition.

C. Vertical File Material. A collection of material to support the various staff interests is contained in the vertical file. It consists of reprints, reports of agencies, copies of speeches, studies and documents. It is to be weeded periodically to keep it vital and useful. Included in the vertical files, are copies of documents produced by Urban Studies Center staff, and the archival material supporting studies made by Urban Studies Center staff. A simplified cataloging system to integrate this material into the card catalog for use in support of the book collection is in process. There are approximately 1200 pieces of material in the vertical file. (Started with about 300-350 in September).

D. Use

The library and its collection has been used to support the various interests of the staff and its use has grown consistently. Reserve materials to support the Urban Fellowship Program were collected and controlled as were reserve materials for a graduate course in Urban Sociology. These consisted not only of books, but also of documents, reprints, pamphlets, and other vertical file materials. Books were borrowed from the University Library as well as its branches (Douglass, Dana Law Library, Camden-South Jersey) with excellent cooperation. (The library was the reading and study headquarters for the Fellows). Students from other areas and disciplines of the university were referred to the Urban Studies Center library for materials and reference services. In addition, students from other institutions and the general public found the library useful to them. Requests to the Urban Studies Center

for bibliographies on urban problems or for background material for speeches from the general public have been filled by the library.

II. TECHNICAL PROCESSES.

As previously noted, Rutgers University Library orders and catalogs all book materials. Titles are selected from such bibliographic tools as Housing and Planning References, Recent Publications on Governmental Problems, Legislative Research Checklist, Weekly News Summary (HHFA), Publishers Weekly, Library Journal, and from the new publication reviews in the periodicals received, as well as acquisition lists of other libraries, c.f. City Planning and Housing Library (Municipal Reference Library of the New York Public Library).

III. LIBRARY SERVICE

A. Acquisition List. A list of new acquisitions is compiled weekly and received by each staff member. This includes, in addition to material received, selection of periodical articles of particular interest noted by the librarian who scans all material received.

B. Newsletter. Material on the work of the Center was collected and edited for publication as a newsletter, the first issue to be published in the summer of 1963.

C. Publications. The librarian assisted in developing the publications program of the Center.

IV. PLANS FOR THE COMING YEAR.

The library will continue the policy of collecting material of specific interest to the Urban Studies Center staff. Exploration will be made by visits to nearby centers such as the Planning Division of New York Public Library, Regional Plan Association Library, Princeton Bureau of Urban Research, etc., to establish systems of information exchange and to work toward a coordination of material resources.

The cataloging of materials will be completed. The vertical file material will be weeded and material outdated or superseded will be discarded.

Additions to the book collection will reflect new publications, "classical" works will be added when new editions are published.

The periodical list will remain substantially the same, although new periodicals will be examined as published and additions to the collection made when advisable. Conversely, periodicals found to be little used (and if at Rutgers University Library) will be dropped. The vertical file of fugitive material will be greater since new urban studies centers are being developed, and greater interest in mounting urban problems is producing more materials. Much of this material is free, acquired on an informal exchange basis.

The library will serve increasingly more students. Since the Fellowship Program is to be nearly tripled, service to the program will increase correspondingly. A full-time typist-clerk is to be added to the library. Typing of orders, catalog cards for vertical file materials, checking in materials and filing cards, and similar routines will free the librarian for participation in the seminars, to contact other libraries and librarians and to handle the professional duties of the library.

V

OPPORTUNITIES EXPANSION PROJECT

Notable success has been achieved in increasing the understanding of Newark agencies of the need for and dimensions of the Opportunities Expansion Project first proposed at an Urban Studies Center seminar in December of 1961. The Board of Education has officially endorsed the program, has accepted the offer of an Urban Fellowship for an official designee to plan part of the educational phases of the program, and will on August 30 appoint an additional full-time planner to work on the project.

In addition, the City Council has pending an ordinance creating the full-time post of Coordinator of Youth Programs, with responsibility for planning the demonstration project; and the Welfare Federation of Essex County has supplied three-fourths of the stipend of a staff man who will be an Urban Fellow to help plan the welfare phases of the project.

The year's experience has demonstrated the non-feasibility of the initial effort to have Rutgers faculty members and Newark officials create the plans for a demonstration project in the virtually non-existent time available to them after discharging their regular day-to-day responsibilities. It is for that reason that we have turned our efforts toward securing University and Newark commitments to the assignment of staff members full time to the planning process.

In that connection, in addition to the positions created, as noted above, by the Board of Education, the City Council, and the Welfare Federation, we are currently negotiating for the creation of two more positions. Our current thinking regarding the organization of such a planning -- and ultimately an action -- group is indicated in the attached memorandum depicting the structure and describing the operations of a contemplated non-profit corporation. (See appendices E & F.)

Planning for the demonstration program will be facilitated during the year 1963-64 by a grant of $48,000 received from the President's Committee on Juvenile Delinquency to survey the needs for a center to train and re-train personnel serving disadvantaged youth. This grant was received with the cooperation of the New Jersey State Division of Youth.

Planning will also be facilitated by a grant of approximately $100,000 from the U.S. Office of Education to study the social and cultural factors affecting the academic achievement of the youth in the South Side of Newark, the target area of our demonstration efforts.

Finally, as a result of the Center's involvement in this Opportunities Expansion Program, Dr. Bredemeier has been made Chairman of the Education Committee of the Govenor's Bi-Partisan Conference on Equal Opportunities.

VI

URBAN FELLOWSHIP PROGRAM

The purpose of the Rutgers Urban Fellowship Program is "...to give the persons selected as Fellows the opportunity...to enlarge their ability to contribute, in their professional and civid capacities, to the understanding and solution of problems of urban life."

The means used to pursue that purpose have consisted of awarding Fellowships, in the amount of their salaries, to persons occupied with urban problems who would be granted a leave of absence for the academic year. The implementation of those means for the first year, 1961-62, has been described in the first annual report submitted by Dr. Isador Lubin, then Director.

Having been built upon the experience of the first year, the second year's program has been considerably more successful in several respects.

In the first place, a larger group of more highly qualified Fellows (eleven in number) were selected from among 43 applicants. The successful candidates included two ministers active in local community planning, two labor union members (one the Executive Director of the Metropolitan Research Bureau of the UAW in Detroit), the editor of the New Jersey AFRO-AMERICAN, a reporter for the WASHINGTON POST, a reporter-in-training for the TRENTON TIMES, a school teacher, a probation officer, a county agricultural agent, and an active participant in the League of Women Voters. They are identified individually in Appendix A.

In the second place, a more carefully structured educational program was designed and carried out, consisting of five parts. Part I was a fall and spring semester weekly seminar conducted by the Director of the Program, Dr. Harry Bredemeier, systematically surveying the urban field. The framework and topics of that seminar are attached, as Appendix B. Part II was a fall and spring semester seminar, keyed week by week into the Part I seminar, at which intellectual and policy leaders of the various subject areas covered presented lectures and were available for discussion with the Fellows. The lecturers and their topics are included as Appendix C.

Part III consisted of a fall semester seminar conducted by Dr. David Popenoe on "Urban Development and Renewal." The program of that seminar is attached as Appendix D. Part IV consisted of the pursuit by each Fellow of an independent project, under the guidance of the Center staff. The projects pursued include a compilation of available statistics on the inter-relation of the core-city of Newark and other Essex County municipalities; a study of the educational structure of Trenton and its relation to the problem of youth unemployment; a comparison of the behavior and achievement of children in public and private housing in Newark; the development of a proposal for labor education in urban problems; the development of a labor union-sponsored housing project for senior citizens; an exploration of the urban role of county extension agencies; and a comparison of in-school and out-of school Negro youth in Newark.

Part V has been a spring semester seminar organized and carried out by the Fellows themselves. Three communities were selected for intensive study, representing the core, the inner ring, and the outer ring--viz., Newark, Montclair, and Wayne Township. Subcommittees of the Fellows were formed to specialize in the functional areas of housing, politics, transportation, zoning, community organization and education; and the Fellow responsible for each area presented a paper on his area as it applied to each of the three communities.

At the end of this series of reports, three seminars were held at each of which one of the communities was focused upon as a unit. Finally, field trips to each community were arranged and carried out, at which the Fellows interviewed the leading community officials.

It is apparent from this account and from the appendices that the second year of the Fellowship Program has been highly productive. Beyond question, eleven persons have had, and have taken full advantage of, an outstanding opportunity "...to enlarge their ability to contribute, in their professional and civic capacities, to the understanding and solution of problems of urban life."

Success, however, is a relative matter. No success should be regarded as successful enough. In addition to carrying out the activities described above, therefore, the Center staff has, as was promised in the 1961-62 report, explored ways of improving the program still further.

The improvements aimed for in 1963-64 are two: One is to recruit still more outstanding Fellows, by offering higher stipends; the other is to multiply the impact of the Center staff, the Urban Fellows, and the visiting lecturers in two ways: 1) by increasing the numbers of people exposed to them; and 2) by tapping a reservoir of persons heretofore inaccessible to the program.

The device for increasing the representation of heretofore inaccessible persons is simply to reduce the cost to such persons of attendance at Fellowship seminars. We propose to reduce that cost by requiring a special group of part-time Fellows--we shall call them Adjunct Fellows--to attend only fortnightly Institutes, instead of requiring them to separate from their jobs for a full year at a time.

We hope thus to make available to some forty or forty-five persons at fortnightly intervals at least two of the same opportunities made available this year to eleven persons--viz., the resources of the Center staff and the visiting lecturers. In addition, we shall make available to them the new resources of the high level full-time Fellows.

In addition to multiplying the effectiveness of existing resources in this way, we hope, by means of the adjunct device, to interest a wide range of public and private organizations in contributing to the support of the program in future years.

In this connection, it is relevant to note that even so far we have been partially successful in this, since one of the 1962-63 Fellows (Mrs. Bluestein) supported herself, except for travel expenses; a second (Mr. Farrell) was supported by the TRENTON TIMES; and a third (Mr. Downs) was partially supported by the Institute of Management and Labor Relations and by Region 9 of the UAW. We also have had this year a man who would correspond to the kind of adjunct fellows whom we want to relate to the program next year. Mr. Henry M. Boardman, Chief, Employment Department, Western Electric Company, Kearny, N. J., has been a regular participant in the visiting lecturer seminars and has taken part in some of the other activities of the Center during the year. It should also be added that a number of other persons from inside and outside the university have attended the visiting lecturer seminars.

Furthermore, the raising of the level of the full-time Fellowship Program has already resulted in the decision of the Housing & Home Finance Agency to support out of their funds one or two of their staff members as full-time Fellows.

Since the Adjunct Fellowship program does not fall within the technical terms of the original Fellowship grant, expenses attributable to it will be charged against general center funds as an experiment.

VII
Appendix A

Vita for Urban Fellows

BLUESTEIN, Iris W. (Mrs.)
309 Upper Mountain Ave., Upper Montclair, N. J.
Occupation: Civic Leader
Education: Cornell University, BA, 1948 (Education)
Field of Interest: Social and economic costs of unemployment in a slum area.

DOWNS, George A.
91 Riverview Terrace, Riverdale, N. J.
Occupation: Burr bench specialist
Education: High School
Field of Interest: Study of various proposals for housing of the aged in which organized labor might participate.

DUNCAN, Stephan W.
636 High Street, Newark 3, N. J.
Occupation: Editor, N. J. Afro-American
Education: University of Illinois, BS, 1950 (Journalism)
Field of Interest: Study of the problems of in-migrants in an urban setting.

FARRELL, Gregory R.
131 Pine Hall, Princeton, N. J.
Occupation: Newspaperman
Education: Princeton University, BA, 1957
Field of Interest: Study of the interaction of government on the municipal level in the Trenton, N. J. area.

JEFFERSON, Kinmoth W.
41 Seymour Avenue, Newark 8, N. J.
Occupation: Methodist Minister
Education: Ohio Wesleyan University, BA, 1957 (Philosophy); Theological School, Drew University, BD, 1962.
Field of Interest: The role of the church in the slum area selected by the Urban Studies Center for their action study.

JACKSON, Luther P., Jr.
288 N. Walnut Street, East Orange, N. J.
Occupation: Newspaper Reporter
Education: Virginia State College, BA, 1949 (Sociology)
Field of Interest: Study of values among youth in the slum area selected by the Urban Studies Center for their action study.

LINLEY, Herbert L.
110 Woodbridge Avenue, Highland Park, N. J.
Occupation: Rector
Education: Carroll College, 1941, BA (Philosophy-Psychology); General Theol. Sem., 1950, S.T.B. (History); University of South, 1953, S.T.M. (History).
Field of Interest: The effect of housing on the behavior and scholastic achievement of youth in the slum area selected by the Urban Studies Center for their action study.

Vita for Urban Fellows

[illegible], Eleanor R. (Mrs.)
256 S. 8th Avenue, Highland Park, N. J.
Occupation: Teacher
Education: Attending Rutgers University toward a BA in Psychology.
Field of Interest: Executive Secretary, University Committee on Human Aspects of Urban Renewal, Urban Studies Center.

THIGPEN, Phillip
20 Park End Pl., East Orange, N. J.
Occupation: Probation Officer, Essex County, New Jersey
Education: Seton Hall, 1951, BA (Business Administration)
Field of Interest: Social and economic costs of unemployment in a slum area.

WESTMAN, Carl R.
370 Prentiss Lane, University Heights, New Brunswick, N. J.
Occupation: Exec. Dir., Metropolitan Research Bureau, (UAW).
Education: Syracuse Univ., 1951, BS (Business Administration); 1954, MBA (Labor Economics).
Field of Interest: Study of educational programs for labor union members on the significance of urban development for organized labor.

WINDELER, Robert R.
62 Jacobus Avenue, Great Notch, N. J.
Occupation: County Agricultural Agent.
Education: Rutgers Univ., 1938, B. Sc. (Dairy Husbandry); 1947, M.SC., (Economics).
Field of Interest: Investigation of the changes in recruitment and training of county agents if they were to perform the function of urban agents.

Appendix B

PROGRAM AND ASSIGNMENTS FOR URBAN FELLOWS SOCIAL SYSTEMS SEMINAR
Fall, 1962-63

Date	Subject and Assignments
Sept. 17	The Social Systems Approach
	1. Bredemeier and Stephenson, Analysis of Social Systems.
	2. Bredemeier, "The City as a Social System".
Sept. 24	Continuation of above.
Oct. 1-Oct. 22:	ADAPTATION.
Oct. 1	The City as a Source of Art and "Culture".
	1. Jean Gottman, Megalopolis.
	2. Nathan Glazer, "The Great City and the City Planners".
	3. Margaret Mead, "Values for Urban Living", in Annals, 1957, "Metropolis in Ferment".
	4. David Lilienthal, "Urbanism: The New International Frontier".
	5. Anselon Strauss, Images of the American City, Ch. 9 (pp. 199-214).
Oct. 8	The Nature of Urbanization.
	1. Horace Miner, "The Folk-Urban Continuum", in Paul K. Hatt and Albert J. Reiss, Jr. (eds), Cities and Society, pp. 22-34.
	2. Otis Dudley Duncan, "Community Size and the Rural-Urban Continuum", ibid., pp. 35-45.
	3. Louis Wirth, "Urbanism as a Way of Life", ibid., pp. 46-63.
	4. National Resources Committee, "The Process of Urbanization", ibid., pp. 64-77.
	5. National Resources Committee, "The Problems of Urban America," ibid., pp. 743-758.
	6. Otis Dudley Duncan, "Optimum Size of Cities", ibid., pp. 759-772.

Urban Fellows Social Systems Seminar

Oct. 15 Procurement and Disposal of Goods and Services.

1. Raymond Vernon, The Changing Economic Functions of the Central City.
2. John Dyckman, "The Changing Uses of the City", in Lloyd Rodwin (ed.), The Future Metropolis, pp. 144-170.
3. Rupert Vance and Sara Smith, "Metropolitan Dominance and Integration", in Hatt and Reiss, op.cit., pp. 103 - 119.
4. Earl S. Johnson, "The Functions of the Central Business District in the Metropolitan Community", ibid., pp. 248 - 259.
5. Robert E. Dickenson, "The Regional Relations of the City", ibid., pp. 260 - 273.
6. Albert J. Reiss, Jr., "Functional Specialization of Cities", ibid., pp. 555 - 775.

Oct. 22 Procurement and Disposal of People.

1. Philip M. Hauser, "The Changing Population Pattern of the Modern City", in Paul K. Hatt and Albert J. Reiss, Jr. (eds.) Cities and Society, pp. 157 - 322.
2. Frank W. Notestein and Karipa Sallome, "The Fertility of Specific Occupational Groups in an Urban Population", ibid., pp. 315 - 322.
3. Ronald Freedman, "Migration Differentials in the City as a Whole", ibid., pp. 367 - 381.
4. Philip M. Hauser, Population Perspectives. pp. 93 - 171.
5. Peter Rossi, Why Families Move, pp. 173 - 184.

Oct. 29-Jan. 21 PATTERN-MAINTENANCE.

Oct. 29 The City's Subcultures.

1. Oscar Handlin, The Newcomers, pp. 1 - 122.
2. Bennet M. Berger, Working Class Suburb, pp. 1-103.

Urban Fellows Social Systems Seminar

Nov. 5 — Socialization: The Family.

1. E. Franklin Frazier, "The Impact of Urban Civilization upon Negro Family Life", in Hatt and Reiss, op. cit. pp. 490 - 499.

2. Talcott Parson and Renee C. Fox, "Illness, Therapy, and the Modern Urban American Family", in Bell and Vogel (eds.), A Modern Introduction to the Family, pp. 347 - 360.

3. Murray Strauss, "Conjugal Power Structure and Adolescent Personality", in Marriage and Family Living, Feb., 1962.

Nov. 12 — Socialization: The School Teachers.

1. Edgar Friedenberg, "The Gifted Child and His Enemies", Commentary, 1962 (available from Mrs. Sicurella in photo-copy).

2. Other assignments to be announced.

Nov. 19 — Socialization: Ability and Achievement.

1. Frank Riessman, The Culturally Deprived Child.

2. James Conant, Slums and Suburbs.

Nov. 26 — Socialization: Administration of City Schools.

1. Henry Saltzman, "The Community School in the Urban Setting", (available from Mrs. Sicurella).

2. Other assignments to be announced.

Dec. 3 — Crime and Delinquency.

1. Donald R. Crossey, "Crime", in Morton and Nesbit (eds.) Contemporary Social Problems, pp. 21 - 76.

2. Albert H. Cohen and James F. Short, "Juvenile Delinquency", ibid., pp. 77 - 126.

3. John A. Clausen, "Drug Addiction", ibid., pp. 181 - 221.

Urban Fellows Social System Seminar

4. Robert C. Angell, "The Moral Integration of American Cities", in Hatt and Reiss, op. cit., pp. 617 - 630.

Dec. 10 Strains and Tensions in Urban Environments.

1. Georg Simmel, "The Metropolis and Mental Life", in Hatt and Reiss, op. cit., pp. 635 - 646.

2. James S. Plant, "The Personality and an Urban Area", ibid., pp. 647 - 665.

3. Paul Goodman, "Youth and the Organized Society" Commentary, February, 1960. pp. 95 - 107.

4. John A. Clausen, "The Mental Disorders", in Morton and Nesbit, Contemporary Social Problems, pp. 127 - 180.

Dec. 17 Social Controls: The Police.

1. William F. Whyte, "The Social Structure of Recketeering", in Hatt and Reiss, op. cit., pp. 576 - 590.

2. Other assignments to be announced.

Jan. 7 Social Controls: Opportunity Structures.

1. Mobilization for Youth (available from Mrs. Sicurella).

Jan. 14 Integration: The Occupational World and Stratification.

1. Robert S. Weiss and David Riesman, "Social Problems and Disorganization in the World of Work", In Morton and Nesbit, op. cit., pp. 459 - 514.

2. Otis Dudley Duncan and Beverly Duncan "Residential Distribution and Occupational Stratification", in Hatt and Reiss, op. cit., pp. 283 - 296.

3. C. Wright Mills, "The Middle Classes in Middle-Sized Cities", ibid. pp. 411 - 423.

4. Natalie Rogoff, "Recent Trends in Urban Occupational Mobility", ibid. pp. 432 - 445.

5. (Dissent article on Automation).

Appendix C

Program of Special Seminar Lectures for the Urban Fellowship Program of the Urban Studies Center, Rutgers - The State University, Fall Term, 1962-63.

DATE	GUEST LECTURER	TITLE
Tues., Sept. 18	Urban Studies Center staff	"Activities and Programs of the Urban Studies Center"
Tues., Sept. 25	Dr. Isador Lubin Economic Consultant	"Where Are Our Urban Areas Going?"
Tues., Oct. 2	Dr. David D. Denker, Asst. to the Pres., Rutgers	"The Trend Toward Urbanization-- A World Phenomenon"
Fri., Oct. 12	Dr. Peter Charanis, Professor of History Rutgers-The State Univ.	"The Byzantine City and City Problems"
Tues., Oct. 16	Mr. Walter Thabit, Planning Consultant	"Economic Functions of the City and Industrial Location"
Tues., Oct. 23	Mr. Stanley Tankel, Planning Director	"Demographic Aspects of the New York Metropolitan Area"
Tues., Oct. 30	Mr. Nathan Glazer, Office of the Administrator, H.H.F.A.	"Urban Areas and their Sub-culture"
Tues., Nov. 6	Dr. Richard Stephenson, Professor of Sociology Rutgers	"The Modern Urban Family's Effectiveness in Socialization"
Tues., Nov. 13	Dr. Edgar Friedenberg, Assoc. Prof. of Education, Brocklyn College	"School Teachers as Socializers"
Tues., Nov. 20	Dr. Samuel Shepard, Jr. Director of Elementary Education, St.Louis, Mo.	"Ability, Achievement, and Educational Methods"
Tues., Nov. 27	Dr. E. F. Kennelly, Superintendent of Schools, Newark,N.J.	"Administrative Problems in a Central City School System"
Tues., Dec. 4	Dr. Jackson Toby, Professor of Sociology Rutgers	"Crime and Delinquency in Urban Society"
Tues., Dec. 11	Mr. Paul Goodman Author	"Strains and Tensions in Urban Environment"

DATE	GUEST LECTURER	TITLE
Tues., Dec. 18	Dr. Donal E. MacNamara, Dean, N. Y. Inst. of Criminology	"Factors Affecting the Effectiveness of Police Depts. as Social Control Agencies"
Tues., Jan. 8	Herbert Gans, Assoc. Prof., Inst. of Urban Studies, Univ. of Penna.	"Urban Areas and Their Subcultures"
Tues., Jan. 15	Mr. Simeon Moss, Coordinator, Youth Career Development Program, Nwrk.	"Occupational Problems of Under-privileged Youth"
Fri., Jan. 18	Dr. Mason W. Gross, President, Rutgers-The State Univ.	"Urbanism, Art, and Culture"

Program of Special Seminar Lectures for the Urban Fellowship Program of the Urban Studies Center, Rutgers-The State University, Spring Term, 1963

DATE	GUEST LECTURER	TITLE
Tues., Jan. 29	Dr. Kenneth Clark, Prof. of Psych. CCNY	Racial and Ethnic Relations in the Modern City.
Tues., Feb. 5	Louis Winnick, Chief Planning Bureau Hous. & Redev. Bd., NYC.) and Louis Danzig, Exec.Dir.) Newark Hous. Authority	Emerging Problems in Public Housing
Tues., Feb. 19	Charles Abrams Specialist, Pub. & Pri. Housing Law	Public Housing and the Private Housing Market.
Tues., Feb. 26	Dr. Roscoe P. Kandle N. J. Comm. of Health	Health Conditions and Facilities in New Jersey's Urban Areas
Tues., Mar. 12	Roger Gilman, Exec.Dir. Tri-State Trans. Comm.	Regional Transportation Problem.
Tues., Mar. 19	Paul Busse, City Adm., Newark	The City as a Decision-Making Unit
Tues., Apr. 2	Frank P. Zeidler Municipal Consultant Milwaukee, Wis.	Power and Participation in City Decision-Making
Tues., Apr. 9	Dr. Wallace S. Sayre, Dept. of Public Law Columbia University	The Quality of Urban Leadership
Tues., Apr. 16	Henry Cohen Deputy City Administrator New York City	Administrative Problems of City Governments
Tues., Apr. 23	Prof. Robert Smith Dept. of Pol. Science Drew University	Regionalism and Decision-Making
Tues., Apr. 30	John E. Bebout Urban Studies Center Rutgers	Intergovernmental Relations

Appendix D

URBAN DEVELOPMENT AND RENEWAL

David Popenoe
Urban Studies Center
Rutgers - The State University

Fall Term
1962 - 63

A. THE SITUATION

THURSDAY, SEPTEMBER 20

Introduction to Urban Development and Renewal: The Societal Perspective

*Greer, Scott, THE EMERGING CITY (Glencoe: Free Press, 1962)

"Metropolis in Ferment" ANNALS, Nov. 1957.

Rodwin, Lloyd (Ed.), "The Future Metropolis", DAEDALUS, Winter, 1961.

Martindale, Don, "The Theory of the City", prefatory remarks in Weber, Max, THE CITY (New York: Collier Books, 1958.)

THURSDAY, SEPTEMBER 27

Urban Development and Renewal in a Metropolitan Perspective: Economic Forces and Trends.

*Vernon, Raymond, THE CHANGING ECONOMIC FUNCTION OF THE CENTRAL CITY (New York: Committee for Economic Development, 1959).

Hoover, Edgar M. & Vernon, Raymond, ANATOMY OF A METROPOLIS (Cambridge: Harvard University Press, 1959).

Vernon, Raymond, METROPOLIS, 1985 (Cambridge: Harvard University Press, 1960).

GUIDING METROPOLITAN GROWTH (New York: Committee for Economic Development, 1960).

Futterman, Robert A., THE FUTURE OF OUR CITIES (Garden City, New York, Doubleday, 1961).

URBAN DEVELOPMENT AND RENEWAL - Fall, 1962

THURSDAY, OCTOBER 4

Social Forces and Trends

*Fried, Marc & Gleicher, Peggy, "Some Sources of Residential Satisfaction in an Urban Slum", AIP JOURNAL (XXVII-4), Nov., 1961, pp. 305-315

*Seeley, John R., "The Slum: Its Nature, Use, and Users", AIP JOURNAL (XXV-1), Feb., 1959, pp. 7-14

*Popenoe, David, SLUMS (unpublished - available from instructor)

Handlin, Oscar, THE NEWCOMERS (Cambridge: Harvard University Press, 1959)

McEntire, Davis, RESIDENCE AND RACE (Berkeley: University of California Press, 1960)

THE HOMELESS MAN ON SKID ROW (Chicago: Tenants Relocation Bureau, 1961)

THURSDAY, OCTOBER 11

Political and Fiscal Forces and Trends

*Wood, Robert, THE METROPOLIS AGAINST ITSELF (New York: Committee for Economic Development, 1959)

*Downs, Anthony, "Metropolitan Growth and Political Problems", LAND ECONOMICS (XXXVII-4), Nov., 1961

Wood, Robert, 1400 GOVERNMENTS (Cambridge: Harvard University Press, 1960)

Banfield, E. C., and Grodzins, Morton, GOVERNMENT AND HOUSING IN METROPOLITAN AREAS (New York: McGraw Hill, 1958)

Jones, Victor, "Local Government Organization in Metropolitan Areas: Its Relation to Urban Redevelopment" in Woodbury (ed.), THE FUTURE OF CITIES AND URBAN REDEVELOPMENT (Chicago: University of Chicago Press, 1953), pp. 479-606

URBAN DEVELOPMENT AND RENEWAL - Fall, 1962

THURSDAY, OCTOBER 18

Economics of Residential Land Use and Housing in the Urban Core

*Ratcliff, Richard N., URBAN LAND ECONOMICS (New York: McGraw-Hill, 1949). pp. 321-334 and Chapter 13.

Loury, Ira S., "Filtering & Housing Standards", LAND ECONOMICS, Nov. 1960.

Winnick, Louis, "Economic Questions in Urban Redevelopment", AMERICAN ECONOMIC REVIEW, May, 1961, pp. 290-304.

B. THE ENDS

THURSDAY, OCTOBER 25

Ideologies of Urban Development and Renewal

*Jacobs, Jane, THE DEATH AND LIFE OF GREAT AMERICAN CITIES (New York: Random House, 1961).

*Perkins, G. Holmes, "The Regional City" in C. Woodbury (ed.) THE FUTURE OF CITIES AND URBAN REDEVELOPMENT (Chicago: University of Chicago Press, 1953).

Editors of Fortune, THE EXPLODING METROPOLIS (Garden City, New York: Doubleday Anchor, 1958, 177 p. 95¢).

A POLICIES PLAN FOR THE YEAR 2000: THE NATION'S CAPITAL (Washington, D.C.: National Capital Planning Commission, 1961).

Mumford, Lewis, THE CULTURE OF CITIES (New York: Harcourt Brace, 1938).

Vanginkal, Blache Lemco, 2 "The Form of the Core", AIP JOURNAL (XXVII-1), Feb., 1961. pp. 56-69.

Grane, David A., "The City Symbolic", AIP JOURNAL (XXVI-4), Nov. 1960, pp. 280-292.

Goodman, Percival, & Goodman, Paul, COMMUNITAS (Chicago: University of Chicago Press, 1953).

Wright, Frank Lloyd, THE LIVING CITY, (New York: Horizon Press, 1958).

Le Corbusier, THE CITY OF TOMORROW AND ITS PLANNING (London: London Arch. Press, 1947).

URBAN DEVELOPMENT AND RENEWAL - FALL, 1962

C. THE MEANS

THURSDAY, NOVEMBER 1

Federal Urban Renewal Programs: History and Development

*Foard, Ashley A. & Hilbert Fefferman, "Federal Urban Renewal Legislation" in LAW & CONTEMPORARY PROBLEMS (XXV-4) Autumn, 1960 (School of Law, Duke University) pp. 635-661.

*Bauer, Catherine, "Redevelopment: A Misfit in the Fifties", in Coleman Woodbury (ed.) THE FUTURE OF CITIES & URBAN REDEVELOPMENT (Chicago: University of Chicago Press, 1953) pp. 7-25.

The Housing Acts of 1949 and 1954.

Leach, Richard H., "The Federal Urban Renewal Program: A Ten-year Critique" LAW & CONTEMPORARY PROBLEMS, op. cit. pp. 777-792.

THURSDAY, NOVEMBER 8

Urban Renewal Techniques

*Schaef, A. H. ECONOMIC ASPECTS OF URBAN RENEWAL: THEORY, POLICY & AREA ANALYSIS (Berkeley: University of California Real Estate Research Program).

Nash, William W. RESIDENTIAL REHABILITATION: PRIVATE PROFITS AND PUBLIC PURPOSES (New York: McGraw Hill, 1959).

Millspaugh, Martin and Brackenfield, Gurney, THE HUMAN SIDE OF URBAN RENEWAL (Baltimore: Fight-Blight, Inc., 1958).

Osgood, H. N. and Zwerner, A. H. "Rehabilitation and Conservation" LAW AND CONTEMPORARY PROBLEMS, op. cit., pp. 705-731.

Glazer, Nathan "The School as an Instrument in Planning", AIP JOURNAL, (XXV-4) Nov. 1959. pp. 191-199.

Abrahamson, Julia, A NEIGHBORHOOD FINDS ITSELF, (New York: Harper, 1959).

Fisher, Robert Moore 20 YEARS OF PUBLIC HOUSING.

URBAN DEVELOPMENT AND RENEWAL - Fall, 1962

THURSDAY, NOVEMBER 15

Urban Renewal Financing: The Nature and Scope of the Problem.

*Dyckman, John W. & Issacs, Reginald R., CAPITAL REQUIREMENTS FOR URBAN DEVELOPMENT AND RENEWAL (New York: McGraw-Hill, 1961) Chapters 1-3.

Haar, Charles M., FEDERAL CREDIT AND PRIVATE HOUSING (New York: McGraw-Hill, 1960) Chap. 8.

Ratcliff, Richard U., PRIVATE INVESTMENT IN URBAN REDEVELOPMENT (Berkeley: University of California, Real Estate Research Program, 1961)

Davis, Otto A., " A Pure Theory of Urban Renewal", LAND ECONOMICS, Vol. XXXVI, pp. 220-226. Comment by Morton J. Schussheim, pp. 395-396.

THURSDAY, NOVEMBER 29

Some Legal Aspects of Urban Renewal: Eminent Domain, Public Purposes, Just Compensation, Land Disposition and Control of Re-use.

*Urban Renewal: Problems of Eliminating & Preventing Urban Deterioration", Note, "Harvard Law Review", (72-3) Jan., 1959, pp. 504-552.

Haar, Charles M., LAND USE PLANNING (Boston: Little Brown & Co., 1959), Chapters 5 and 6.

URBAN DEVELOPMENT AND RENEWAL - Fall, 1962

D. RELATING MEANS AND ENDS

THURSDAY, DECEMBER 6

The Politics and Administration of Urban Renewal

*Duggar, George S. "The Relation of Local Government Structure to Urban Renewal" LAW AND CONTEMPORARY PROBLEMS, op. cit., pp. 49-69

*Banfield, E. C. POLITICAL INFLUENCE (Glencoe: Free Press, 1961)

Meyerson, Martin and Banfield, E. C. POLITICS, PLANNING AND THE PUBLIC INTEREST (Glencoe, Ill.: Free Press, 1955)

Rossi, Peter H. & Dentler, Robert A., THE POLITICS OF URBAN RENEWAL (Glencoe: Free Press, 1961)

REPORT OF THE URBAN RENEWAL STUDY BOARD (Baltimore, Maryland, 1956).

THURSDAY, DECEMBER 13

Urban Renewal and the Planning Process: The Community Renewal Program.

*Mitchell, Robert B., "The New Frontier in Metropolitan Planning", AIP JOURNAL, XXVII-3, Aug., 1961, pp. 169-175.

RE: NEW NEWARK (Newark Central Planning Board, Jan., 1962).

COMMUNITY RENEWAL PROGRAM ROUNDTABLE, Report of Proceedings in Washington, D. C., May 8 and 9, 1961 (on reserve).

Rhyme, Charles S., "The Workable Program", LAW AND CONTEMPORARY PROBLEMS, op. cit., pp. 685-704.

Perloff, Harvey S., and Wingo, Lowdon, Jr., "Planning and Development in Metropolitan Affairs", AIP JOURNAL (XXVIII-2), May, 1962, pp. 67-90.

URBAN DEVELOPMENT AND RENEWAL - Fall, 1962

E. THE CONSEQUENCES

THURSDAY, DECEMBER 20

Some Social Problems in Renewal: Race and Relocation

*Weaver, Robert "Class, Race and Urban Renewal", LAND ECONOMICS (XXXVI-3), August, 1960.

*Marris, Peter, "The Social Implications of Urban Redevelopment", AIP JOURNAL, (XXVIII-3), Aug. 1962, pp. 180-186.

*Gans, Herbert "The Human Implications of Current Redevelopment and Relocation Planning, AIP JOURNAL, (XXV-1), Feb. 1959, pp. 15-25.

Greer, Eunice S., "Social Factors and Urban Renewal", (Unpublished manuscript available from instructor).

Kennard, William N., Jr. and Malinowski, Zenon S., THE IMPACT OF DISLOCATION FROM URBAN RENEWAL AREAS ON SMALL BUSINESS, (Storrs: University of Conn., 1960).

RELOCATION IN PHILADELPHIA (Philadelphia: Phila. Housing Authority, 1958).

Millspaugh, Martin, "Problems and Opportunities of Relocation," LAW AND CONTEMPORARY PROBLEMS, op. cit., pp. 6-36.

Ravitz, Mel J., "Effects of Urban Renewal on Community Racial Patterns," JOURNAL OF SOCIAL ISSUES (13-4) 1957, pp. 38-49.

F. SUMMARY AND CONCLUSIONS.

THURSDAY, JANUARY 3

The Future of Cities and Their Renewal

*Lynd, Staughton, "Urban Renewal-For Whom?", COMMENTARY, Jan. 1961 pp. 34-45.

*ENDS AND MEANS OF URBAN RENEWAL (Philadelphia: Phila. Housing Association, 1961).

*Banfield, E. C., "The Case of the Blighted City" in Banfield (ed.) URBAN GOVERNMENT, A READER IN POLITICS AND ADMINISTRATION, (New York: Free Press of

APPENDIX E
Organization of Youth Opportunities Unlimited, Inc.

1. Board of Trustees of Youth Opportunities Unlimited, Inc.

   A. Composition and Method of Appointment.
   To be composed of eleven persons, one each to be appointed by the following organizations or persons: The State Division of Youth, the Mayor of Newark, the Essex County Board of Chosen Freeholders, the Board of Education, the President of Rutgers, the Greater Newark Development Council, the State AFL-CIO, the Welfare Federation, the NAACP, the Urban League, the Housing Authority.

   B. Duties:

      1. To obtain and receive, and disburse moneys for the purpose of experimentally testing the effectiveness of various methods of expanding the opportunities of culturally deprived youth and of increasing their incentives to take advantage of those opportunities.

      2. To recruit and appoint an Executive Director of the Corporation and to direct him on policy issues connected with Corporation purposes.

      3. To cooperate fully with the Research and Evaluation Section of the Urban Studies Center in the execution of the latter's duties.

2. The Rutgers University Advisory Committee

   A. Method of Appointment: To be appointed by the President of Rutgers - The State University from the divisions of the University having intellectual and administrative competence in areas relevant to the human aspects of urban renewal and development.

   B. Duties:

      1. To become cognizant of the problems connected with opportunity-expansion for culturally-deprived youth and with their incentives for taking advantage of productive opportunities.

      2. To draw upon the resources of the University divisions represented on the Committee to analyze those problems and to recommend approaches to their solution.

3. To advise the faculty and staff of the represented divisions with respect to the need for research and curriculum development in order to augment and develop the University's resources for analyzing and advising on urban problems connected with youth development.

4. To advise the President accordingly.

5. To advise the Board of Trustees and the Executive Director of YOU on recommended approaches to their responsibilities.

3. The Citizens Advisory Committee of Newark.

A. Method of Appointment:

To be appointed by the Mayor of Newark from the governmental and other agencies of the city, including the Board of Education, concerned with the development of youth.

B. Duties:

1. To advise the Board of Trustees and the Executive Director of YOU on procedures and problems.

2. To coordinate the activities of the representative agencies in expanding opportunities for youth.

3. To consider the application of results from YOU's experimental programs to wider areas of the city.

4. The Executive Director.

A. Method of Appointment and Line of Responsibility:

To be appointed by a majority of the Board of Trustees.

B. Duties:

1. To be responsible for planning and executing the experimental programs described in 5 - 9 below.

2. To consult regularly with the Rutgers University and the Newark Citizens Advisory Committees on plans, activities, operations, problems, and needs.

3. To insure that each of the five Directors of the five project areas consults in similar fashion with his Advisory Sub-Committee.

4. To consult regularly with and to cooperate fully with the Research and Education Section of the Rutgers Urban Studies Center in the execution of the latter's duties.

5. Director of Community Development.

A. Method of Appointment and Line of Responsibility:

To be recruited and appointed by the Executive Director, with the advice and consent of the Welfare Council. To be responsible to the Executive Director.

B. Duties:

1. To take the initiative in getting the following organizations to sponsor and participate in the recreational-educational programs to be described below:

Girl and Boy Scouts, 4-H Clubs, Central Labor Council, State Labor Council, local unions, churches, Chamber of Commerce, ADA, Urban League, CORE, NAACP, Student Government Association of Rutgers-Newark, Seton Hall, Newark State College, Newark College of Engineering, public housing Tenant Councils, Cooperative Extension Service, General Extension Service, etc.

2. With the sponsorship and participation of those organizations, to develop and publicize, in each district, a variety of readily accessible recreational-educational facilities of the following kinds:

a. Athletic programs.
b. Play centers with ping-pong, pool, checkers, games, simple tools, etc.
c. Branch libraries in churches, play-centers, housing projects.
d. Coffee houses and coke parlors for teen-agers.
e. Good movies in local theatres.
f. Weekly tours to museums, art galleries, theatres, places of historical and political significance, restaurants, etc. (For example, if ten or a dozen local organizations were each to sponsor and conduct the same tour once a month, there would be three or four different alternative trips available to residents each week.)
g. Sewing, dress-making, and beauty-culture centers.
h. Band and orchestra ensembles.
i. Home-work centers, with college student helpers in attendance.
j. Summer and week-end Day Camps.
k. Extension courses in politics, city government, Negro history and culture, home economics, auto mechanics, wood-working, etc.

l. Block organizations to provide part-time money-earning opportunities for youth through such programs as baby-sitting services, empty-lot "beautification" and maintenance projects, snow and ice removal, house-cleaning, garbage and trash organization.

m. Organization of house-cleaning and yard maintenance crews to service homeowners throughout city and suburbs.

3. To insure that all such programs remain as much as possible in the hands of the youths themselves, and not become dominated by the preconceived ideas of outsiders concerning what kinds of programs or rules are "best." More specifically, to insure that --

a. Local youth staff the programs as much as possible, and be trained to staff them where special skills are required.
b. Local youth establish and enforce what rules of participation they consider necessary, subject only to safeguard against some youths exploiting others.

6. Director of Urban Information and Aid.

A. Method of Appointment and Line of Responsibility

To be recruited and appointed by the Executive Director, with the advice and consent of the State Department of Institutions and Agencies and the Essex County Board of Chosen Freeholders. To be responsible to the Executive Director, but to be required to secure the approval of the Commissioner of Institutions and Agencies and the Board of Freeholders for substantive programs involving matters within their jurisdiction.

B. Duties:

1. To coordinate the work of area-based personnel representing the full range of social service and welfare agencies in the modern urban community--

a. Probation.
b. Parole.
c. City, County, and State Welfare.
d. City, County and State health services.
e. Mental health services.
f. Employment counselling.
g. Housing.

2. To make its headquarters as attractive and congenial an invitation as possible for local residents to turn to it for aid in any of their problems.

3. To be responsible for minimizing the fragmentation of agency contacts, and the shuffling of clients from agency to agency.

4. To be responsible for escorting clients from bureaucracy to bureaucracy where multiple-agency contacts are necessary; and for providing (in cooperation with the Community Development Center) baby-sitting services to parents who have agency business.

5. To follow up all cases and to maintain client-centered records, pulling together all agency activities.

6. To have as its fundamental aim, in terms of which all its activities are measured, the following goals:

   a. To maximize clients' opportunities to be independent, productive, and responsible; above all to help their children to become so.

   b. To maximize their incentives to do so, by minimizing the sacrifices they must make in becoming independent, productive and responsible; and by maximizing the rewards of doing so.

   c. To minimize the profitability of dependence, irresponsibility, and destructiveness.

7. Director of Primary Educational Development.

A. Method of Appointment and Line of Responsibility:
To be recruited and appointed by the Executive Director, with the advice and consent of the Superintendent of Schools and the Board of Education. To be responsible to the Executive Director, but to be required to secure the approval of the Superintendent of Schools or his delegate for all substantive programs affecting education.

B. Duties:

1. To develop an integrated six-year primary program for children aged 3-8 (going through the present third grade and beginning with children two years under the present kindergarten age), testing the applicability of Dr. Omar Moore's Responsive Environment method of developing children's reading, writing, and expressive potentials.

2. To develop opportunities for students at all grade levels to have the experience of intellectual achievement and success by structuring their learning environment in the following ways:

   a. Providing meaningful rewards and recognition for evidence of effort toward intelledtual improvement.
   b. Providing maximum exposure to a great variety of successful models with whom they can identify.
   c. Training and motivating teachers to feel and communicate confidence in their students' intellectual potentials.
   d. Grouping students homogeneously in terms of intellectual development, so as to minimize the necessity of invidious self-comparisons.
   e. Developing, in cooperation with the Community Development Centers, tutorial programs for students needing additional help.
   f. Encouraging students' participation in the discovery of ways to improve their skills at the games and puzzles of

g. Harnessing group pressures, controls, and incentives in the service of individual intellectual development.

h. Providing maximum exposure to the cultural stimulation available in modern urban society.

8. Director of Secondary Educational Development.

A. Method of Appointment and Line of Responsibility.
To be recruited and appointed by the Executive Director, with the advice and consent of the Superintendent of Schools and the Board of Education. To be responsible to the Executive Director, but to be required to secure the approval of the Superintendent of Schools or his delegate for all substantive programs affecting education.

B. Duties:

1. To develop ooportunities for the experiencing of intellectual achievement and success in the ways described in 7B2.

2. To develop procedures for diagnosing and treating the intellectually pathological defenses and cripplings that have resulted from prior exposure to inhospitable environment.

9. Director of Youth Employment Opportunities.

A. Method of Appointment and Line of Responsibility.
To be recruited and appointed by the Executive Director, with the advice and consent of the State Department of Labor, and the State AFL-CIO, and the Greater Newark Development Council.

B. Duties:

1. To develop projects making use of Federal programs to expand employment opportunities for youth.

2. To develop employment opportunities, both full-time and part-time, by working with labor and business representatives in Newark.

3. To work with private industry and the school board, including the County Vocational School board--

a. To develop work-study programs.
b. To bring about closer liasons between school curricula and industrial manpower needs.
c. To expand the range of occupational alternatives known and considered by students.

10. Associate Directors of Community Development.
To be recruited and appointed, with appropriate duties, as described in 5 above.

11. Associate Directors of Urban Information and Aid.
To be recruited and appointed, with appropriate duties, as described in 6 above.

12. Associate Directors of Primary Educational Development.
To be recruited and appointed, with appropriate duties, as described in 7 above.

13. Associate Directors of Secondary Educational Development.
To be recruited and appointed, with appropriate duties, as described in 8 above.

14. The Advisory Sub-Committees.

A. Method of Appointment and Line of Responsibility.
The five Advisory Sub-Committees will be composed of subcommittees of the University Advisory Committee and the Newark Citizens Advisory Committee, appointed by the Chairman of those two Committees.

B. Duties:

1. To advise the Director of each of the five functional areas of YOU's operations on relevant policies and methods.

2. To advise their respective parent Committees on developments, needs, and problems.

15. The Research and Evaluation Section of the Rutgers Urban Studies Center.

A. Method of Appointment and Line of Responsibility.

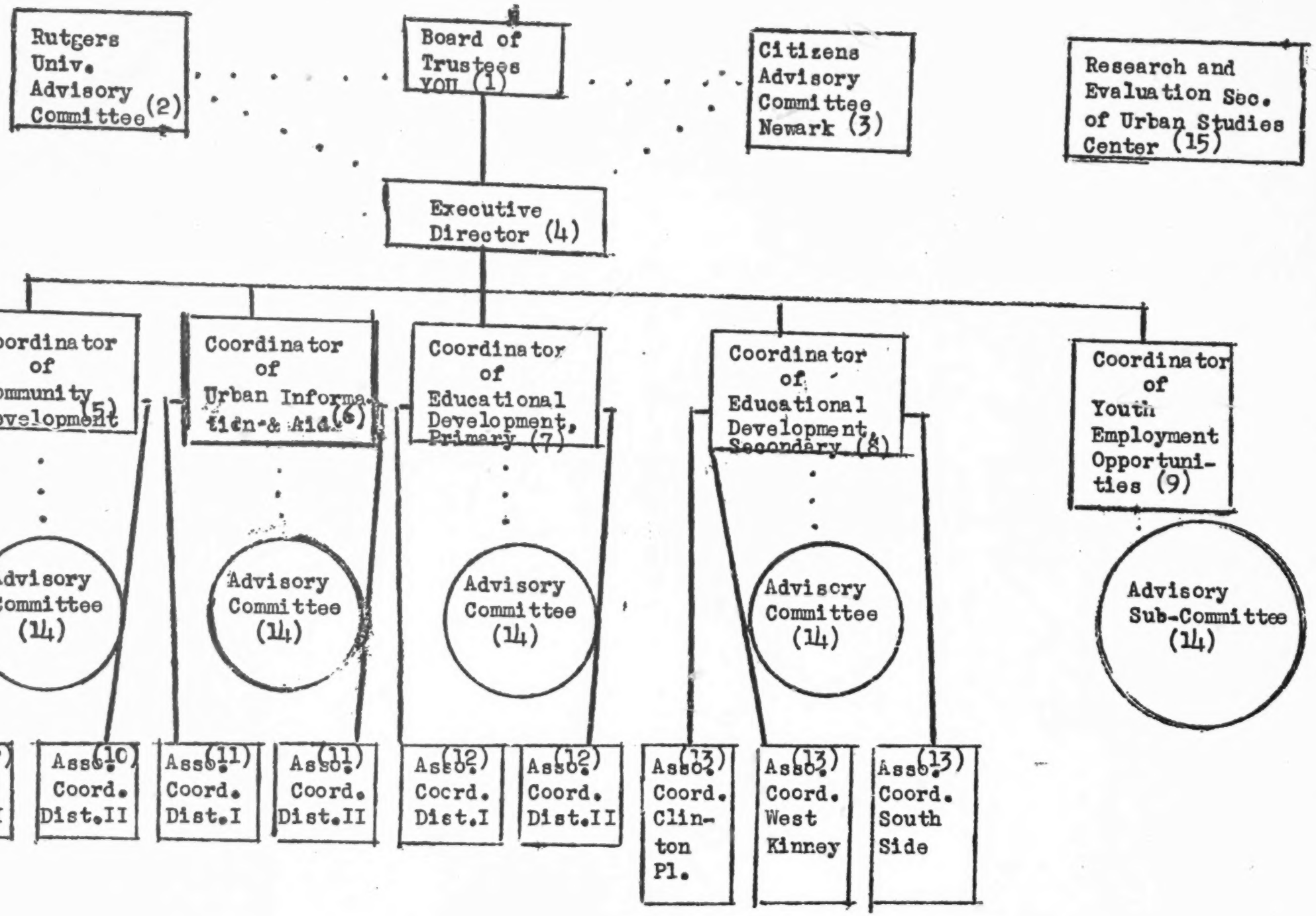
To be appointed by the Director of the Urban Studies Center.

B. Duties:

1. To conduct all research basic to the operations of YOU.

2. To design and execute procedures for evaluating the effectiveness and efficiency of the experimental programs carried out by YOU.

3. To insure that all plans and activities of YOU include adequate provision for evaluation of effectiveness and efficiency.


Rutgers Univ. Advisory Committee (2)
Board of Trustees YOU (1)
Citizens Advisory Committee Newark (3)
Research and Evaluation Sec. of Urban Studies Center (15)
Executive Director (4)
Coordinator of Community Development (5)
Coordinator of Urban Information & Aid (6)
Coordinator of Educational Development, Primary (7)
Coordinator of Educational Development, Secondary (8)
Coordinator of Youth Employment Opportunities (9)
Advisory Committee (14)
Advisory Committee (14)
Advisory Committee (14)
Advisory Committee (14)
Advisory Sub-Committee (14)
Asso. (10) Coord. Dist. I
Asso. (10) Coord. Dist.II
Asso. (11) Coord. Dist.I
Asso. (11) Coord. Dist.II
Asso. (12) Cocrd. Dist.I
Asso. (12) Coord. Dist.II
Asso. (13) Coord. Clinton Pl.
Asso. (13) Coord. West Kinney
Asso. (13) Coord. South Side